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BOARD OF DIRECTORS' MEETING NOTES
October 26, 2016, 10:00 AM to 11:30
Courtyard Marriott Hotel, Speen Street, Natick

In Attendance:

Bill McAlduff, Dover-Sherborn
Jeffrey Marsden, Medfield
Nancy Gustafson, Millis
Jon Evans, South Middlesex Regional Voc.

Maureen Sabolinski, Franklin
Armand Pires, Medway
Peter Sanchioni, Natick
Anne Wilson, Sudbury

Also in Attendance:

Marcia Berkowitz, ACCEPT
Karen Jewett, ACCEPT
Carol Cavanaugh, Hopkinton
Frank Orlando, CAP

Cathy Ellis, ACCEPT
Katie Lawless, ACCEPT
Peter Light, Franklin
Laura Hockett, CAP

Not in Attendance:

James Adams, Ashland
Brad Jackson, Holliston
Dan Gutekanst, Needham

Ed Gotgart, Framingham
Cathy MacLeod, Hopkinton
David Lussier, Wellesley

1) Welcome and Introductions

Dr. Wilson called the meeting to order at 10:13 a.m. Marcia Berkowitz welcomed Carol Cavanaugh, new Assistant Superintendent for the Hopkinton School District and Peter Light, Assistant Superintendent for Franklin School District, as well as Frank Orlando and Laura Hockett, members of the CAP Team from Harvard Business School.

Approval of the meeting minutes was postponed until the December 14th meeting as a quorum was not present.

2) Community Action Partner (CAP) Grant Presentation

Ms. Berkowitz invited Frank Orlando and Laura Hockett to present to the Board and reminded the board that the Community Action Partners (CAP) is a volunteer organization of Harvard Business School and Harvard Kennedy School alumni helping Boston-area nonprofits apply management skills to their business challenges. The Team's biographies were distributed; noting the expertise the team brings to the project. Ms. Berkowitz stated she feels very fortunate to be able to work with them. All Team members have participated in multiple CAP projects.

The kick-off meeting on October 19th was a great opportunity for all involved to get to know each other and for the ACCEPT team to introduce the Collaborative. During the course of the next few weeks the full team will work to narrow the scope of the project. Ms. Berkowitz introduced the Team Leader, Frank Orlando.

Mr. Orlando was the Interim Executive Director of the Berkshire Hills Music Academy (BHMA) where he managed the transition during the Executive Director search. Mr. Orlando retired from Hewlett Packard and has over 30 years of experience in IT solutions managing teams in engineering, product management, marketing and sales. He started his career as an aerospace engineer and was involved in designs including the Space Shuttle navigation system, as well as aircraft landing systems. His career spanned several industries including work on Wall Street, healthcare, designing medical diagnostic equipment, developing enhanced voice solutions in telecommunications and manufacturing. Mr. Orlando introduced Laura Hockett who has an MBA from Harvard Business School, an MS in Pharmacology from the University of Colorado, and a BA from Scripps College. Ms. Hockett is currently a partner with Social Ventures Partners Boston, has served on the Town of Wellesley Advisory Committee, and is a member of the Wellesley Scholarship Foundation, and has served as a co-chair of the Wellesley Education Foundation. Prior to her civic work, Ms. Hockett worked at Haemonetics Corporation as Surgical Marketing Director and at Neutrogena Corporation in the Dermatologics Division. Community Action Partners (CAP) is a volunteer organization of Harvard Business School and Harvard Kennedy School alumni helping Boston-area nonprofits apply management skills to their business challenges

Mr. Orlando stated that ACCEPT Collaborative was one of 39 applicants for this year's program of which only 13 were chosen to participate in the Harvard Business School Association of Boston Community Action Partner (CAP) Grant. He explained that their mission is two fold; to provide consultation to non-profit associations, and to provide an opportunity for alumni to give back to non-profit groups. The CAP Board assesses the in kind engagement at \$25,000 for the consultation work the team invests in the participating agency. The CAP team plans to meet with and interview ACCEPT's administrative team, Board and constituents. They were asked to consider the infrastructure for growth, position, and marketing of the ACCEPT brand and look at what types of programs can lead to growth. The CAP team plans to provide progress reports throughout the year.

3) Executive Director's Report

Ms. Berkowitz reported that the school year is off to a strong start and all programs are running smoothly. The CAP project, Special Education Programs, home-based services, and school consultation engagements are all flourishing; we are working to hire additional staff to meet the demand.

- **Transportation**

Ms. Berkowitz expressed her thanks to Mike Palladino for his efforts supporting the Transportation Department during the recent transition of Transportation Manager. Dalexis Valdez was welcomed earlier in the month as the new Transportation Manager. Mr. Valdez will be instrumental in operationalizing the vision for Transportation, that will include replacing archaic systems and a culture that did not always reflect the ACCEPT Advantage.

Two years ago, as a result of the work done by the Transportation Task Force, the billing model was changed to address some of the identified areas of dissatisfaction with our Transportation services and the Assessment Model was introduced. Feedback received from all of the district business managers indicates this was a positive change. Under Cathy Ellis's leadership we moved the payroll to an electronic time sheet system that has cut down on hours of labor and increased efficiencies.

Transportation is a complex area of operations and the department needs technology to enable us to route, dispatch, and manage this key service more efficiently and effectively. Ms. Berkowitz stated that the focus is on instituting systems that are reliable, accessible, and user-friendly rather than continuing with the inadequate paper and pencil approach currently in use. The department is looking at student information and routing systems that will leverage technology currently in use. For example, in order to meet a district request for the actual length of a trip for a specific student requires hours of manually sifting through GPS data records. With the software programs in place, there is no reliable system to track when routes or drivers are changed temporarily due to a driver absence or mechanical issue. Ms. Berkowitz stated that she has heard from many of the districts that they are interested in exploring the possibility of having ACCEPT provide transportation services for their district. To be able to expand Transportation to new districts and provide the level of services necessary the Collaborative will need to improve the current operations and ensure they are scalable.

- **Information Systems/Infrastructure**
Ms. Berkowitz explained that the Collaborative has disparate systems that have been developed in isolation and that growth has only exacerbated the situation. The net result is that while some of these systems may still be filling the basic need, there is no integration, a lack of efficiency, and in many cases the need for information has outgrown the ability of the system to provide it. Ms. Berkowitz stated that given the cost of implementing new systems, both in terms of dollars and human resources, we need to ensure we institute the right systems for ACCEPT, thus the Collaborative is undertaking a deliberate decision-making process, avoiding "paralysis by analysis." Through the technology job-alike meetings Ms. Berkowitz hopes to leverage the domain expertise of district technology directors. She will also be including others with interest and knowledge in this area in the search for the new software and processes.
- **4 Tech Circle**
Ms. Berkowitz reported that the purchase of the 4 Tech Circle property has been finalized and demolition has begun. Construction is scheduled to begin November 7th and substantial completion is expected on May 15. The plan is to begin the extended school year programs in the new building in July 2017.

Ms. Berkowitz extended a special thank you to AMR for donating office furniture and other furnishings that will be put to good use in new building. The Collaborative will be seeking to establish community partnerships with an eye toward securing additional donations of furnishings and equipment, and possibly funds for:

- Professional Development spaces with appropriate technology and furnishings to allow flexibility;
- Furnishings for an apartment space for training;
- Grocery store shelving and furnishings;
- Automatic Teller machine;
- Shelving, tables, chairs, technology, new books and other media resources for the library;
- Indoor and outdoor play and learning space equipment.

Ms. Berkowitz showed some preliminary renderings of the new space. She asked the board to share their fund raising connections and ideas with her.

4) Financial Update

Cathy Ellis provided a financial update for Bill Hurley. She stated that fiscal year 2017 began on a positive note. The Extended School Year programs were well attended and the overall financial results generated a surplus of \$138,000 or \$73,000 ahead of budget. She also reported that the school year program enrollment is currently at 116 students, which is 17 students above budget, with many student referrals under consideration. Program staffing is on budget and the expectation is to exceed the budgeted surplus of \$140,000.

Ms. Ellis stated that the demand for home-based services is on pace with our budget of 50 students while demand for the school consultation and evaluation services remains brisk. There are currently 40 school consultation contracts; budget expectations are for 70 contracts during the year.

Transportation services continue to present challenges due to the higher than expected ridership resulting in greater reliance on outside vendors. A new management team is in place and everyone is working to ensure the highest level of service for all of our students and families.

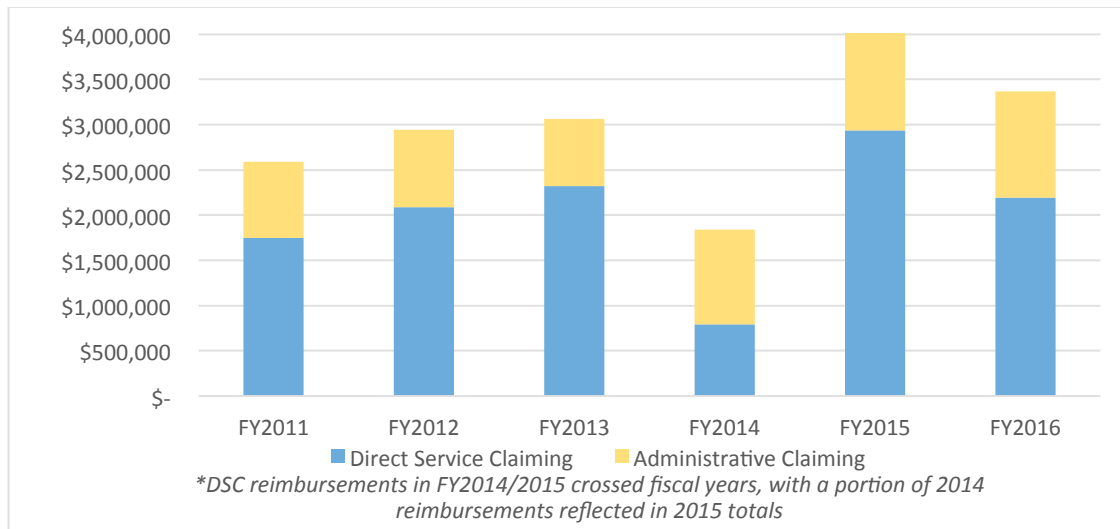
5) ACCEPT Core Operations

- Special Education Programs - Academy at Burke
Karen Jewett reported that the program at the Burke Memorial School opened with 5 students from the Pittaway program on October 19th. She thanked Medway Schools for hosting the program and for all the help setting up the space. The program is a step down from the Pittaway program with less reliance on the clinical support and an increase in time for working on coping strategies.

Inclusion is also underway, which is conducive to helping the students transition successfully back to their home district.

- **Services – Medicaid Reimbursement Services**
Katie Lawless reported that the Medicaid Department helped return over \$3.3 million to towns and school districts in 2015-2016, bringing the all time total to over \$53 million.

TOTAL MEDICAID REIMBURSEMENTS TO DISTRICTS
2011-2016



Ms. Lawless reported that she is working with the districts to help them bring in the maximum reimbursement possible. She is providing quarterly reports to show lists of eligible students, those who have not signed the parental consent, and tracking reports that show which therapists are entering their billing into the online claiming system. Ms. Lawless is also providing on-site training for in-district administrative staff. She is also providing on-site training to health service providers and other new district staff. Ms. Lawless reported ABA services for students with autism became reimbursable last fall but the roll-out has been slow because Mass Health instituted very specific requirements for the licensing of therapists, the manner in which IEP service delivery must be written, the required diagnosis, and the covered services for billing. Ms. Lawless reminded the Board that Medicaid Billing staff are available by phone or email to answer questions.

6) Presentation: Social-Emotional Learning Initiatives

Karen Jewett gave a presentation on Social-Emotional Learning Initiatives in the Collaborative classrooms. By training children in SEL techniques and skills, taxpayers can seriously reduce what is spent every year in violence and crime. 78% of all crime is related in some way to substance abuse. 22% of the Massachusetts state budget is spent on just these two issues. Less than 1% is spent on prevention

7) Approvals

- Donations

For Consideration:

With the opening of the new building there will be a variety of needs for furniture, equipment, and other materials. Funds have been set aside for this purpose but if we are able to secure donations we will be able to augment and otherwise stretch existing resources.

Recommended Motion:

The Executive Director is authorized to accept donations of equipment and funds for utilization at 4 Tech Circle.

This vote was tabled until the next meeting due to lack of quorum.

8) Planning

- Sharing of problems, information, and solutions
- Future Agenda Items
 - Ms. Berkowitz has invited David Podell, President of Massachusetts Bay Community College and Lisa Slavin, Assistant Vice President of Enrollment Management to the December 14th meeting. They will explore opportunities for collaboration between Mass Bay and the Collaborative's school districts and to share information about current initiatives

9) Adjournment

The meeting adjourned at 10:45 a.m.

Future Meeting Dates (all meetings begin at 10:00 AM):

December 14, 2016

January 25, 2017

March 15, 2017

May 3, 2017

June 7, 2017